# Combined Arms Center - Knowledge

- **CAC is adapting by integrating knowledge management functions under CAC-Knowledge.**

- **CAC-K products and services play a key role in enabling the Army to be a learning organization.**

# CAC – Knowledge Model

**CAC-K creates, organizes, applies and transfers knowledge to enable the force.**

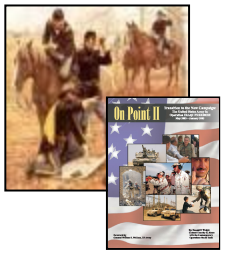
Knowledge Management (Content Management, Expertise Location, Collaboration, etc.)

Knowledge Model

| Best Practices Development | Lessons Learned Integration | Professional Opinion/ Historical Studies | Doctrine Development |
|---|---|---|---|
| Online Communities | Deliberate Collection | Current Application | Enduring Principles |

Readiness

Products and Services

| BCKS | CALL | Mil Rev | CSI | CADD |
|---|---|---|---|---|
| | | |  | |

Fielding 294 KM Sections

| Professional Forums | Lessons Learned | Professional Journals | Historical Studies | Doctrine |
|---|---|---|---|---|

Quick Reaction

Deliberate Development

# Combined Arms Center – Knowledge

***integrates knowled cts and services at CAC***

**CALL**

**Lessons Learned**

**CADD**

**Doctrine**

**CSI**

**Live and virtual battlefield staff rides, historical studies**

**CAC-Knowledge**

**Military Review**

**Journal articles**

**BCKS**

**Professional Forums & Army Knowledge Management Proponent Lead**

# Knowledge Creators & Consumers

***What if teams of Soldiers have the knowledge of thousands?***

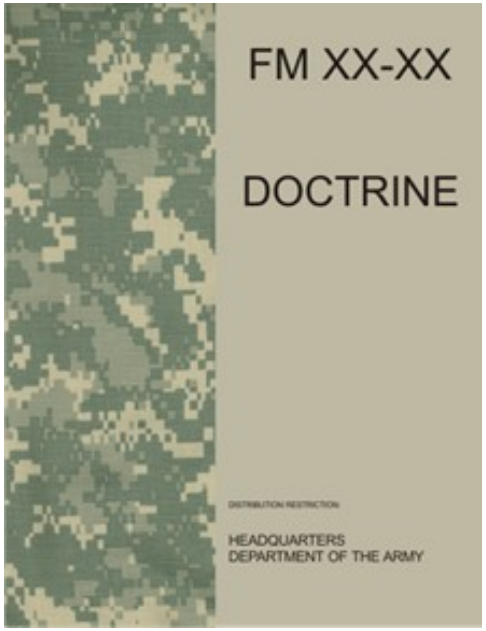
***Gaining the competitive advantage.***

# Knowledge Management helps get new doctrine to Soldiers ….faster

**Accelerates the transfer of knowledge from Soldiers to doctrine.**

***A CADD doctrine author used threaded discussion on the Domestic Ops Net to reduce the development time of FM 3-28, Civil Support Operations, 33% (from 6 months to 4 months), expand 24/7 access to SME's and more networks (both within and outside the government) and save time and money by reducing travel as much as 70% (only traveled 3 times in 18 months)***

***2006 to Present -- April 2008***




***Saves time***

# BCKS: From Forums to KM Proponent

Professional Forums

Digital Storytelling

KM Training

STRYKERNET
The Stryker Force And I (US) Corps Knowledge Portal
U.S. ARMY | BATTLE COMMAND KNOWLEDGE SYSTEM

III Corps
U.S. ARMY | AMERICA'S ARMORED CORPS

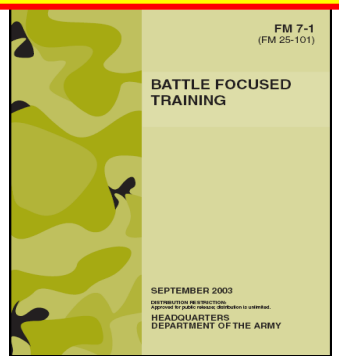
16th MP Bde
U.S. ARMY | BATTLE COMMAND KNOWLEDGE SYSTEM

Knowledge Portals

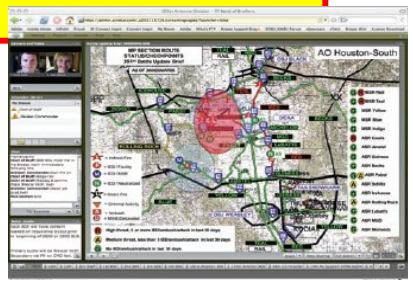
KM Advisors

Share what you know! Find what you need!

Warrior Kn




**Collaboration Tools**




CAC United States Army Combined Arms Center

# Center for Army Lessons Learned

***integrates Army Lessons Learned***

## Knowledge Sharing

- **Websites**
  - **Public**
  - **Restricted**
  - **Classified**
- **Down-Loadable Products**
- **Searchable Archives**

## Warrior-Focused Products

- **Tactics, Techniques, & Procedures**
- **Handbooks**
- **Bulletins**
- **Initial Impression Reports**
- **Newsletters**
- **Training Techniques**
- **Training Videos**
- **CTC Tips for Success**
- **Special Studies**

## Armed Forces - Wide Readiness Tracking

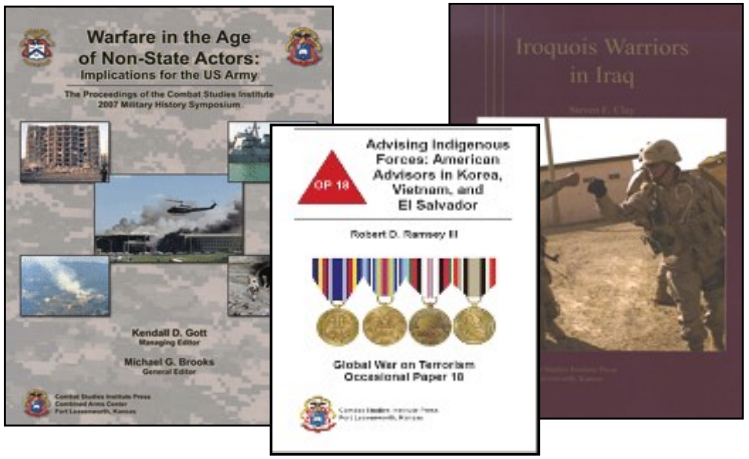
- **Lessons Learned Integration (L2I)**
- **Mobile Training Teams**
- **TODs and CAATs**
- **Product Push Packages**
- **Individual Observations**
- **Unit AAR Repository**
- **Lessons Learned Course**

# Combat Studies Institute

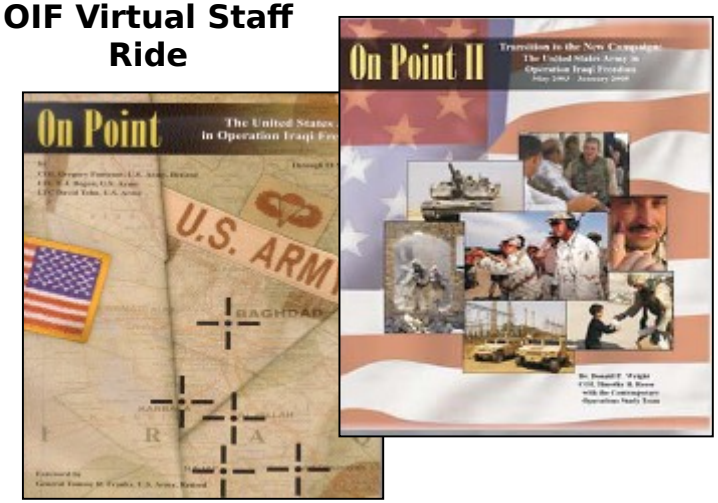
***provides military history research and historical support***

**Battlefield Staff Rides**

**OIF Virtual Staff Ride**


Warfare in the Age of Non-State Actors: Implications for the US Army
The Proceedings of the Combat Studies Institute 2007 Military History Symposium
Kendall D. Gott
Managing Editor
Michael G. Brooks
General Editor
Iroquois Warriors in Iraq
OP 18
Advising Indigenous Forces: American Advisors in Korea, Vietnam, and El Salvador
Robert D. Ramsey III
Global War on Terrorism Occasional Paper 10

**Targeted military history & Instruction**




**Contemporary operational history**

# Military Review

***promotes professional exchange of ideas about military affairs***

MilitaryReview
Interagency Reform: The Congressional Perspective
Field Manual 3-07: Upshifting the Engine of Change
After Iraq: Civilian-Military Relations
Twelve Urgent Steps: Advisor Mission in Afghanistan
FEATURE: Legitimacy and Military Operations

**English**
**5,000+ copies**
**Bi-monthly**

**31 Countries**

MilitaryReview
Manual de Campaña 3-0 Operaciones
Seguridad y Defensa: Un debate hemisférico en desarrollo
Unidades especializadas de policía militar de Polonia
Irlanda del Norte

**Hispano-American**
**6,122 copies**
**Bi-monthly**

**23 Countries**

MilitaryReview
Manual de Campanha 3-0 Operações
A Revitalização Econômica no Iraque
Unidades Especializadas de Polícia do Exército Polonês
Irlanda do Norte: Anistia, Reconciliação e Reintegração

**Brazilian**
**1,786 copies**
**Bi-monthly**

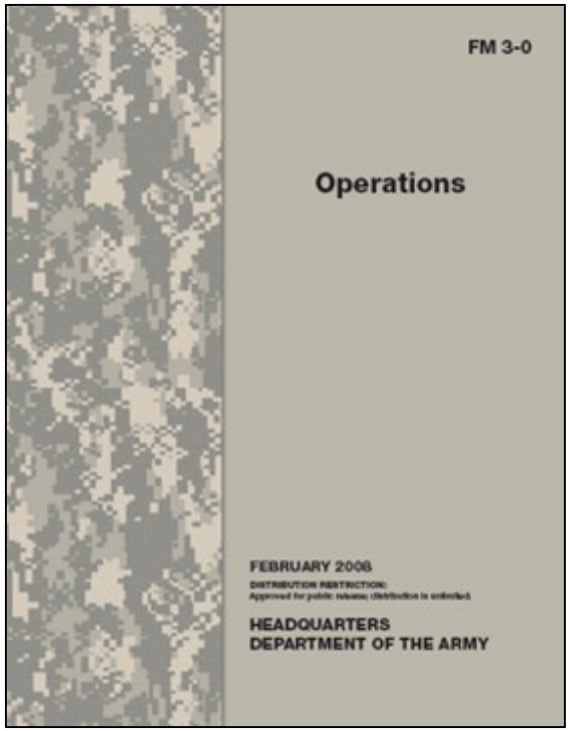
**25 Countries**

**Arabic**
**2,099 copies**
**Quarterly**

**23 Countries**

# Combined Arms Doctrine Directorate

***develops Army doctrine***




Doctrine Products

- Army
- Joint
- Inter-Service
- Multi-National

Services

- Aligns doctrine
- Represents Army
- Supports CTCs, CGSC
- Monitors other doctrinal efforts
- Develops concepts, TTP & Organizational Design

# KM helps Soldiers save lives

**Provides online communities as places to go to share advice and insights.**

***Action:***
***A COIN Forum member with a Police Mentor Team in Afghanistan queried the Forum for any resources to test the launchers for RPG's. In the Afghan National Police, five RPG's had exploded as they were fired, killing at least one gunner and injuring others.***

***Result:***
***• 53 Forum members responded, including one GO.***
***• An improved Training Support Package and new launchers were issued at all Regional Training Centers.***
***• A USASOC Safety Bulletin was issued, and improvements were made in other RPG training and safety programs. 17 Jan 08***

***Photo courtesy of U.S. Army***

***A Soldier from HHC, 173rd Special Troops Bn coaches an Afghan National Police officer.***

***Improves training***
***Prevents injuries***

# Professional Forums shape training

**Enhances greater learning capability and flexibility.**

***Action:*** *Emphasis at the Combined Training Centers is placed on training brigades and battalions. A question posted across 6 different Forums (NCO Net, Mounted Maneuver Net, S3-XO Net, Warrant Officer Net, CompanyCommand and Platoon Leader) asked if this type of training experience should apply to companies and platoons.* ***Result:*** *Within 24 hours, 69 responses were received from around the world, from LTCs to PVTs.* ***3 Feb 08***

***Action;*** *A student at the Sergeants Major Academy at Fort Bliss posted a question on NCO Net: "Does the role of the senior NCO in combat need defining?"*
***Result:*** *During the next 8 days, 59 NCOs from around the world, including 36 CSM/SGM, participated in an online threaded discussion about that question.* ***7 Feb 08***

*Photos courtesy of U.S. Army*

***Improves training***
***Saves time***

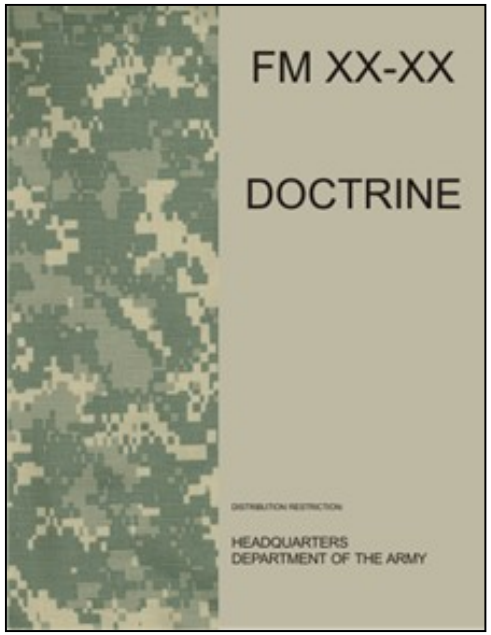
# KM gets new doctrine to Soldiers….faster

**Accelerates the transfer of knowledge from Soldiers to doctrine.**

***Action*: A doctrine author at the Combined Arms Doctrine Directorate used threaded discussion on the Domestic Ops Net to solicit input for updating FM 3-28, Civil Support Operations.**

***Result*:**

- **Reduced development time of the manual 33% from 6 months to 4 months.**
- **Expanded 24/7 access to SME's and more networks, both within and outside the government.**
- **Saved time and money by reducing travel as much as 70% --- only traveled 3 times in 18 months. April 2008**




***Saves time***
***Improves a process***

# Creating Actionable Knowledge

**Captures Soldier experiential knowledge to give units a tactical advantage on the battlefield.**

***Action**: In Iraq, Al Quada observed that U.S. and coalition forces tore down Saddam Hussein and anti-American posters with regularity. So they began booby-trapping the posters to explode when Soldiers tried to remove them. Initially, this tactic had some success, and more than one U.S. Soldier was killed or injured. The word of this tactic was posted on CAVNET, an interactive online community hosted on the Army's secure SIPRNET.*

***Result**: The information was read by a captain on the other side of the city who briefed his unit, which then uncovered the rigged posters in its sector and safely disposed of them. The captain and his patrol leaders saved Soldiers' lives because they internalized knowledge discussed on CAVNET, and combined it with other knowledge, lessons learned and experiences from local operations. 2004*

*Photo courtesy of U.S. Army*

***Saves lives***
***Prevents injuries***
***Improves a process***

# Standardized online document libraries facilitate decisions

**Provides secure, real-time, collaborative, information- sharing environment.**

***Action*: The CG of Joint task Force 76 in Afghanistan wanted to know how many missions the 3d BCT had conducted during the previous 30 days and how many utilized aviation assets.**

***Result*: To manually search multiple files and call subordinate units would have taken approximately 40 hours. Instead, the task force KM Officer developed a KM solution that reduced the time required to locate specific information to less than one minute. Staff and subordinate units entered data into an online shared database for a standardized report format that made the most current information available to the force as a whole. May-July 2006**

*Photo courtesy of U.S. Army*

***Saves time***
***Improves a procedure***

# Professional forums maximize collaboration

**Knowledge transfer improves organizational effectiveness.**

***Action*; A major who was an AVIM Company Commander posted a request for assistance on the S3-XO Net, looking for a tactical convoy SOP.**

***Result*: He received e-mails and phone calls from Forum members in the U.S. and overseas who sent him 3 unit-developed SOPs, extracts from COIN TACSOPs, Convoy Ops Training Reference Cards and a TTP handbook. Based largely on that input, he developed a Convoy SOP for his unit. He estimated the assistance saved him 12-15 hours. 26 Feb 08**

***Improves training***
***Improves a procedure***

*Photo courtesy of U.S. Army*

**Soldiers train for IEDs and other convoy situations.**